

PERFORMANCE PLAN FOR SUPERVISORS

EMPLOYEE INFORMATION

Name			
Position <small>(Title, Series & Grade)</small>			
Organization <small>(Office, Division, Branch, etc.)</small>			

RATING PERIOD

From:			
To:			
<i>The minimum rating period is ninety (90) days.</i>			

PERFORMANCE PLAN CERTIFICATION

Rating Official		Date	
Reviewing Official		Date	

I have received these performance standards and critical elements consisting of _____ pages this date. My supervisor has communicated the performance standards and critical elements to me and I fully understand my supervisor's expectations in order for me to meet acceptable levels of performance.

Employee		Date	
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MID YEAR PROGRESS REVIEW

Employee				Rating Official			
Initials		Date		Initials		Date	

At least one progress review must be held during the appraisal period.

**PERFORMANCE PLAN
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Critical Elements**

1. Job Knowledge

- Demonstrates technical skills and knowledge
- Knows laws, statutes, and codes
- Demonstrates accuracy and thoroughness
- Shares knowledge and skills
- Strives to continuously build knowledge and skills
- Displays understanding of how job relates to others

Outstanding:

Employee demonstrates significant expertise at his/her job because of his/her in-depth knowledge and skills. He/She is an exceptionally fast learner and able to quickly put new skills to use. He/She reads and researches extensively, staying on top of current developments that might impact his/her field. Employee performs extremely well with very little, if any, supervision or assistance needed. He/She displays an extraordinary understanding of the interrelationship between his/her job and the jobs of others. He/She ingeniously puts the resources and tools available to his/her maximum use.

Exceeds Objectives:

Performance is between the levels described for Outstanding and Meets Objectives.

Meets Objectives:

Employee demonstrates competency in the skills and knowledge required. He/She learns and applies new skills within the expected time period. He/She is knowledgeable about current developments in his/her field and he/she works within the normal scope of supervision. Employee displays a good understanding of how his/her job relates to other jobs. He/She effectively uses the resources and tools available to him/her.

Needs Improvement:

Performance is between the levels described for Meets Objectives and Unsatisfactory/Unacceptable.

Unsatisfactory/Unacceptable:

Employee has not demonstrated that he/she has the skills and knowledge to fulfill the responsibilities of his/her position. It takes him/her too long to learn and apply new skills. Also, he/she fails to keep updated about current developments in his/her field and he/she needs more supervision and assistance than he/she should. He/She has not shown that he/she completely understands how his/her job relates to others and for the most part, the employee ineffectively uses the resources available to him/her.

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Critical Elements**

2. Teamwork & Interpersonal Skills

- Balances team and individual responsibilities
- Exhibits objectivity and openness to others' views
- Seeks win-win solutions to conflict
- Establishes and maintains effective relations
- Works cooperatively in group situations
- Offers assistance and support to co-workers

Outstanding:

His/Her skill at balancing the needs of the team with his/her individual responsibilities is outstanding. Employee welcomes the opinions and views of others, always maintaining a high degree of objectivity. He/She gives candid, constructive feedback to team members and, in turn, actively requests feedback from them. He/She is a leader in building a strong team spirit and identity. All his/her actions are directed toward the success of the team over his/her own interests.

Exceeds Objectives:

Performance is between the levels described for Outstanding and Meets Objectives.

Meets Objectives:

Employee has been able to balance the needs of the team with his/her individual responsibilities. He/She exhibits objectivity and openness to the views of others. He/She gives constructive feedback to and accepts it from team members. Employee contributes to building a positive team spirit and he/she puts the success of the team above his/her own interests.

Needs Improvement:

Performance is between the levels described for Meets Objectives and Unsatisfactory/Unacceptable.

Unsatisfactory/Unacceptable:

Employee has trouble meeting his/her team responsibilities as well as his/her own. Additionally, he/she often does not show objectivity or respect for the views of others. Further, he/she resists giving and receiving constructive feedback. Employee has had a negative impact on team morale and he/she puts his/her own interests above the interests of the team.

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3. Customer Focus

- Manages difficult or emotional customer situations
- Solicits customer feedback to improve service
- Treats customers with courtesy and sensitivity
- Responds promptly to customers' needs
- Maintains customer satisfaction

Outstanding:

Employee always puts customers first, showing the highest degree of courtesy and sensitivity to their needs. He/She demonstrates an excellent ability to reverse and resolve the most difficult or emotional customer situations. He/She regularly exceeds expectations by going out of his/her way to make sure customer expectations are fulfilled and commitments met. Even when the employee may be personally inconvenienced, he/she responds immediately to customers and he/she proactively solicits customer input to improve the quality of service delivery.

Exceeds Objectives:

Performance is between the levels described for Outstanding and Meets Objectives.

Meets Objectives:

Employee is courteous and displays sensitivity to customers. He/She is able to handle most difficult or emotional customer situations. He/She fulfills commitments made to customers within expected time frames and he/she responds promptly when providing support to customers. Employee uses customer feedback to improve service. Communicates to employees the importance of customer focus as a critical component of the Bureau's mission. Constantly listens to customers, to identify their needs and expectations, and acts to continuously improve products and services. Builds strong alliances, involving stakeholders (for example, employee unions, internal customers, suppliers, etc.) in making decisions, and gaining cooperation to achieve mutually satisfying solutions. Acts to continuously improve products and services. Builds effective working relationships, partnerships and coalitions with internal and external customers. Initiates actions and manages risks to develop new products and services within or outside the organization. Shares innovations with others. Responds quickly to customer/partner concerns and requests, reacting constructively to changes in needs and priorities.

Needs Improvement:

Performance is between the levels described for Meets Objectives and Unsatisfactory/Unacceptable.

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Unsatisfactory/Unacceptable:

Employee has failed to show sufficient courtesy and sensitivity to customers. Also, he/she encounters problems when working with difficult or emotional customers. Additionally, his/her commitments are frequently delayed or remain unfulfilled and he/she responds too slowly when providing support to customers. Employee does not use customer feedback to improve service.

4. Communications

- Expresses ideas and thoughts verbally
- Expresses ideas and thoughts in written form
- Exhibits good listening and comprehension
- Keeps others adequately informed
- Participates in meetings
- Presents information logically and persuasively

Outstanding:

Employee displays superior verbal skills, communicating clearly, concisely, and in meaningful ways. He/She demonstrates outstanding written communications skills. He/She listens carefully, asks perceptive questions, and quickly comprehends new or highly complex matters. Employee is extremely thorough and proactive about keeping others well informed. He/She implements highly effective and often innovative communication methods.

Exceeds Objectives:

Performance is between the levels described for Outstanding and Meets Objectives.

Meets Objectives:

Employee displays effective verbal communications skills and his/her written communications skills meet the requirements of his/her position. He/She listens and comprehends well. Employee keeps others adequately informed and he/she selects appropriate methods of communication.

Needs Improvement:

Performance is between the levels described for Meets Objectives and Unsatisfactory/Unacceptable.

Unsatisfactory/Unacceptable:

Employee does not display the verbal communications skills required and his/her written communications fall short of the quality needed. He/She does not exhibit the listening and comprehension skills necessary for satisfactory performance of his/her job.

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Additionally, the employee frequently fails to keep others adequately informed and too often he/she does not select or use appropriate communication methods.

5. Managing People

- Provides regular performance feedback
- Develops subordinates' skills and encourages growth
- Encourages open communications
- Provides direction and gains compliance
- Sets expectations and monitors delegated activities
- Provides recognition for results

Outstanding:

The employee is a strong leader who works well with others and handles difficult situations with dignity and effectiveness. The employee encourages independence and risk-taking among subordinates, yet takes responsibility for their actions. Open to the views of others, the employee promotes cooperation among peers and subordinates, while guiding, motivating, and stimulating positive responses. The employee's work performance demonstrates a strong commitment to fair treatment, equal opportunity, and the affirmative action objectives of the organization.

Exceeds Objectives:

Performance is between the levels described for Outstanding and Meets Objectives.

Meets Objectives:

The employee is a capable leader who works successfully with others and listens to suggestions. The employee rewards good performance and corrects poor performance through sound use of performance appraisal systems, performance based incentives and, when needed, adverse actions, and selects and assigns employees in ways that use their skills effectively. The employee's work performance shows a commitment to fair treatment, equal opportunity, and the affirmative action objectives of the organization. Successfully leads organizational change, effectively communicating Treasury's and the bureau's mission, core values, and strategic goals to employees and other stakeholders. Creates and sustains a positive workplace that inspires others to support the organization's mission and goals. Creates an environment for continuous learning. Develops and recognizes employees so that they realize their full potential. Establishes and maintains a culture of professionalism and integrity where employees are treated with dignity and respect. Serves as an example for others in demonstrating high levels of productivity and quality. Motivates others to achieve high performance through open and honest communication.

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Needs Improvement:

Performance is between the levels described for Meets Objectives and Unsatisfactory/Unacceptable.

Unsatisfactory/Unacceptable:

Most of the following deficiencies are typically, but not always, common characteristics of the employee's work: inadequate guidance to subordinates; inattention to work progress; and failure to stimulate subordinates to meet goals.

6. Mission Commitment

Outstanding:

Performance not only exceeds the agreed-upon critical action, objective and/or results, but results surpass expectations in quantity, quality, or timeliness to such an extent as to result in an exceptionally positive impact or employee overcame significant obstacles such as conflicting demands, or unusually short timeframes, in achieving or exceeding desired results.

Exceeds Objectives:

Performance is between the levels described for Outstanding and Meets Objectives.

Meets Objectives:

Performance demonstrates achievement of or substantial progress toward the agreed-upon critical action, objective, and/or desired result. Performance has a positive impact.

Needs Improvement:

Performance is between the levels described for Meets Objectives and Unsatisfactory/Unacceptable.

Unsatisfactory/Unacceptable:

Performance fails to demonstrate achievement of or progress toward the agreed-upon critical action, objective and/or desired result to such an extent that it results in demonstrable negative consequences.